



2025 - 2026

**ANNUAL
REPORT**
THE ASSOCIATION FOR THE AGED



Our Purpose

To make dignity, growth and meaningful life a realistic prospect for all elders.

Our Vision

Leaders in innovative solutions for elders, inspiring a life worth living.

Our Mission

To alleviate distress of the elderly and other vulnerable groups.

Our Values

Trust, Accountability, Transparency, Care, Respect, Integrity, Purpose, Service, Compassion, Environment.

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Message from the Chairperson

Mr. Wicus Jacobs

Dear Stakeholders of Tafta, It is my privilege to present my annual Chairman's Report for the 2025/2026 financial year.

Council is entrusted with providing strategic leadership, ensuring sound governance and safeguarding the long-term sustainability of the Association, while Executive Management is responsible for the effective management of day-to-day operations.

At the heart of Council's work remains Tafta's mandate: to care for older persons with dignity, compassion and respect. Every governance decision, strategic priority and allocation of resources must ultimately be measured against this purpose and the extent to which it strengthens the wellbeing, independence and security of the older persons entrusted to our care.

Strong governance remains the cornerstone upon which Tafta is built. Council is committed to governing in accordance with the King V Report on Corporate Governance for South Africa, promoting ethical leadership, accountability, transparency and sound risk management while ensuring that governance remains focused on the long-term interests of Tafta and the older persons whom we serve.

This year we began implementing the 5 year strategic plans (2025-2026) together with the supporting annual budget and strategic performance framework. This provides Tafta with a clear strategic direction for the next five years and establishes a framework against which progress, performance and sustainability can be measured. We are pleased to report that implementation has commenced successfully.

A key strength of Tafta's governance framework is the work undertaken through Council's Sub-Committees. The Executive Committee actively interacts with Executive Management through monthly meetings to receive and consider organisational performance. During the year, income challenges and unbudgeted expenses were rigorously considered, and guidance provided to ensure that appropriate measures were implemented to advance financial and operational performance.

The Life Rights Committee (LRCC) was instrumental in reviewing and approving the annual levy increases. Notably, for the first time, one chairperson requested a higher increase than proposed – a reflection of residents' increasing understanding of the importance of sustainable levy increases and their long-term impact on the sustainability of their homes. The LRCC was also instrumental in strengthening the capital budget by identifying high-risk issues requiring attention.

The Investment Committee did a sterling job in managing Tafta's investments and delivering on the organisation's income requirements. All investment decisions are carefully considered with a focus on the long-term sustainability of the organisation, particularly in light of the changing fundraising environment.

The CLASS Committee provided oversight of operations and supported Tafta's research and evidence-based practice approach, further strengthening the organisation's position as a thought leader generating knowledge whose benefit extends beyond Tafta, across the province and the country.



The Risk and Compliance Committee reviewed and provided oversight of risk in accordance with the risk register, monitoring progress on mitigation measures. The register has been amended to reflect the changing regulatory environment in which Tafta operates and to ensure that emerging risks are appropriately identified, assessed and managed.

These governance efforts are only possible because of the commitment of people who give their time, expertise and care to Tafta's mission. I extend my sincere appreciation to every Council Member who serves on these committees. Their willingness to volunteer their time, expertise and professional insight is invaluable to Tafta and contributes meaningfully to the strength of our governance framework.

I would like to express my sincere appreciation to our Chief Executive Officer, Mrs Femada Shamam, for her exceptional leadership, resilience and unwavering commitment throughout the year, and for guiding the organisation through an increasingly complex operating environment.

I also congratulate Femada on her appointment as Chair of CommonAge, a respected international network advocating for the rights and wellbeing of older persons across the Commonwealth, which is a well-deserved achievement that further strengthens Tafta's reputation as a leader in the ageing sector, both nationally and internationally.

Council also extends its sincere appreciation to the Executive Management Team and every member of staff, whose dedication, professionalism and compassion bring Tafta's strategy to life each day and uphold the dignity, independence and wellbeing of the older persons we serve. Their commitment is particularly commendable in an environment where the needs of older persons continue to grow while the resources available to organisations such as Tafta remain under increasing pressure.

Looking ahead, the external environment in which we operate continues to present financial, social and regulatory challenges. These challenges require Tafta to remain agile, innovative and financially disciplined, while never losing sight of its core purpose. Council remains confident that Tafta is well positioned to respond through strong governance, responsible financial stewardship, innovation and collaborative partnerships.

The successful implementation of the 2025-2030 Strategic Plan will be central to this response. Council will continue to monitor its implementation closely, ensuring that Tafta remains financially sustainable, operationally resilient and responsive to the evolving needs of older persons.

Finally, I thank my fellow Council Members, the Executive Committee and everyone serving on our Council Committees for their voluntary time and dedication. I also extend my sincere gratitude to our members, donors, volunteers, partners and supporters, whose confidence and generosity enable us to fulfil our mission and create lasting impact in the lives of thousands of older persons each year.

Together, we remain committed to building a sustainable, well-governed and compassionate organisation that continues to uphold the dignity, independence and wellbeing of older persons – today and for generations to come.



Honorary Chairperson

Mr J.J. Jacobs

Honorary Vice-Chairperson

Mrs C. Shandu

Second Vice-Chairperson

Mr D. Warmback

Honorary Treasurer

Mr C. Barford

- Resigned March 2026

Mr. S Naidoo - Interim Treasurer

- Appointed June 2026

Secretary to the Council

Mrs A. Rampersad

Members

Mrs N.M. Sithole

Mrs Z.Z. Ngcamu

Prof E. Moore

Mr M. Wosiyana

Mrs B. Bannister

Mr S. Sarugaser

Mr S. Naidoo

Chief Executive Officer

Mrs Fernada Shamam

Chief Financial Officer

Mrs Nita Sewpersad

Divisional Managers

Human Resources

Mrs Marshnee Naidoo

Operations

Mrs Yoshina Kistensamy

Income Development

& Public Relations

Mrs Iris Naidoo

Support Services

Mrs Belinda Naidoo

Research, Strategy

& Development

Mrs Carmel Murugen

Finance & Administration

Mrs Nicolette Pillay

Residences

Tafta on Ridge

John Conradie House

Kings Hall

Tafta Lodge

Langel Towers

Wellness Care & Assisted Living Units

Tafta on Ridge

John Conradie House

John Dunn House

Tafta Park Care Cottage

Golden Years Sheltered Housing

Retirement Complexes

Kings Hall

Lucas Gardens

St. Catherine's Close

Ocean View

Cambridge Gardens

Barns Cottage

Retirement Villages

Tafta Park

St. Martin's Village

Wellness Centres

Anna Conradie Wellness Centre

Mary Asher Wellness Centre

Oldfield Wellness Centre

Primrose Wellness Centre

Clubs

Happy Hearts

Sunshine Club

The Go Getters

Seaside Seniors

Bluff Pensioners Club

Clairwood Senior Citizens Club

Rosewood Senior Citizens Club

Jolly Hearts Senior Citizens Club

Community-Based Services

Professional Social Work Counselling

Tafta Elder Abuse Line (Teal)

Home-Based Care

Tafta's Meal Delivery Service

Community Outreach

Lobbying and Advocacy

Report from the Chief Executive Officer

Mrs. Femada Shamam

"The 2026 financial year marks the completion of Year One of Strategy 2030; the strategic blueprint through which Tafta is bringing its purpose to life: making dignity, growth and a meaningful life a realistic prospect for every older person we serve."

This report is an opportunity to pause and reflect on a year that has asked much of us, and in which we have delivered. The first thread running through this year's tapestry is simple and non-negotiable: it was, above all, a year about our people.



Consider this: 1 832 people were accommodated at Tafta this year. At a minimum qualifying age of 60, that represents 110 220 years of combined lived experience under our care. This number alone should reframe how we think about the people who we serve. Beyond our walls, our Social Work team touched 9 480 older persons through direct services, while community outreach reached a further 12 903 individuals across new and previously underserved communities, including Bonela, Umlazi, KwaMashu, Inanda and Phoenix.

Our HR report tells a compelling story. Staff turnover for the year sat at 13%, against a national norm of approximately 13.5%: our people stay, and where they choose to leave, we support that decision. Of the 22 appointments made against 19 departures, resignation accounted for the majority, and even there, the reasons were honest ones: better remuneration, personal circumstance, or a career change, never a loss of faith in what we do.

Investment in our people continued at pace: 147 training and development sessions were delivered over the year, reaching 665 attendances across all five strategic pillars. And with our own staff facilitating 46 of those sessions themselves, we proved that we are building leaders, not just attending to compliance. We also marked long-serving colleagues this year, including 25-year milestones for staff, a reminder that Tafta is an organisation people choose to build careers within, not simply jobs to pass through.

This year saw intentional delivery against the sustainability pillar of our strategic plan, translated at a practical level into strict financial discipline and the active pursuit of every opportunity to diversify income. This was essential as we experienced a substantial reduction in the subsidy from the Department of Social Development. Cost-saving measures - from electronic payslips to competitive supplier pricing and zero-expenditure training options - helped protect the bottom line, while our Finance Department secured R5.6 million in VAT refunds and delivered a clean statutory audit.

On the income side, our Income Development and Public Relations Division generated R23.1 million in funding this year through 84 fundraising partnerships spanning trusts, corporates, individuals, bequests and international relationships.

This was also the year direct marketing activity moved fully in-house, with our own team now managing the function directly - a deliberate shift in strategy for income development - and a marker of the capacity we continue to build while staying alert to what comes next.

Tafta's voice as a thought leader is gaining traction, locally and internationally. This year saw our first international publication: a book chapter, 'Examining the Impact of Elder Abuse on Family Structure and Relationships in South Africa', co-authored for the forthcoming book entitled 'The Evolving Nature of Intimate Relationships and Family Structures in Sub-Saharan Africa'.

Closer to home, our digitised Falls Register gave us the evidence base to act: findings showed that women account for 68% of reported falls, that mornings between 06:00 and 12:00 carry the highest risk, and that most incidents occur while residents are walking within Independent Living Units.

This insight is already shaping how we design prevention into daily care. This is the kind of evidence-based leadership that positions Tafta not only as a service provider, but as a shaper of the ageing agenda, nationally and internationally.

Elders

Workforce

Volunteers

Donors

Partners

It was about the elders we serve: 1 832 people across our 13 residential facilities, alongside thousands more in the community.

It was about our workforce: dedicated, trained, equipped with extra tools in their kitbags, and constantly pushing boundaries to find new ways to add value and maximise our impact. It was about our volunteers, people who share our vision and roll up their sleeves, whether discharging fiduciary duty on Council and its subcommittees, supporting programme implementation, or serving as trusted advisors; more than 220 resident volunteers alone were honoured this year for their contribution to life within our communities.

It was about our donors, who understand that a vision without resources remains only a dream. And it was about our partners, organisations that are not merely like-minded, but who recognise that the need is so great that we must pool our energy, resources and expertise if we are to deliver meaningfully.

StatsSA's 2025 population estimates confirm that South Africa has now moved beyond the 10% mark in the proportion of older persons in the population. We are not only seeing more older people, we are seeing people living longer.

Longer life expands both possibility and risk: greater need, greater vulnerability, greater exposure. But our residents and community members are not passive recipients of care. They are individuals carrying decades of lived experience, who want to be involved and engaged and that is something for all of us to hold onto.

November 2025 marked three years of the helpline service and the moment we rebranded it as TEAL (Tafta's Elder Abuse Line), with a new name, logo and identity. We also introduced WhatsApp and email as reporting channels, in direct response to how the community told us they wanted to reach us. The line received 1 213 calls this year and facilitated 462 referrals into appropriate support services, most often to the Department of Social Development, Legal Aid and our own network of partner organisations. Analysis of callers shows 66% are women, a pattern that continues to confirm what we have long known: older women carry a disproportionate share of the burden of abuse, and TEAL exists precisely to meet them there.

Our teams have continued to push boundaries linking with community resources, clinics, hospitals, civic groups, and anyone willing to advance the ageing agenda alongside us. This year that translated into 61 Mandela Day partners (23 of them new) and 17 Golf Day corporate supporters (13 new), alongside deepening relationships with organisations from Old Mutual and Lotus FM to the University of KwaZulu-Natal and Vega School. Our Virtual Reality Empathy Platform, now embedded through training of 130 staff across all 13 facilities, has moved from internal innovation to an externally marketable solution - a clear signal of where Tafta's thought leadership is heading next. These partnerships, spanning different areas and different people, are not easily won, and this year we have seen real, measurable success in building them.

This year also saw the stabilisation of our leadership team, essential to steering this ship with confidence. On the international stage, I was honoured to be appointed Interim Chair of CommonAge, confirmed as Chair in January 2026, while our Divisional Manager for Research and Strategy Development, Carmel Murugen, was selected as one of only nine bursary recipients to present at the IFA Global Conference on Ageing in Cape Town, and now leads CommonAge's South African Chapter. Equally worthy of mention is the initiative shown by our young leaders. Tafta's future success will be determined by this generation, and the passion and dedication they have already demonstrated leave no doubt that Tafta is in good hands.

Our buildings needed attention, and this year under review surfaced some major risk issues at Langelier Towers, Tafta Lodge and Kings Hall. There is still much to be done, and we are working through it systematically, eating this elephant one bite at a time. We managed a R12 million capital infrastructure improvement budget across all 13 buildings, with 36 of 38 projects completed or in progress, and completed 91 vacant unit renovations (31 Life Rights and 60 rentals) 100% on time by March 2026. Our maintenance teams closed out 6 272 onsite requests at an 80% completion rate.

A systematic review of our baseline risk assessment across all buildings found that 68% of 409 identified risk areas have now been fully addressed, with the remainder in progress.

The new colour schemes across Tafta buildings bring a modern, appealing feel for the residents who choose to call Tafta home, and our water conservation programme at Tafta Park delivered a 55% reduction in water consumption, proof that sustainability and dignity can be built into the same set of bricks. The fencing at Tafta Park stands as one of this year's completed capital projects.

None of this is possible without the staff working behind the scenes, our accounts, procurement and HR teams, who keep the Tafta engine running so that we can deliver on everything required of us.

Our Finance Department managed 37 operating cost centres and 1 400 ledger codes, processed roughly 450 invoices every month, and administered 650 SASSA pensions worth some R1.5 million monthly, all while keeping our books clean enough to secure that R5.6 million VAT refund. Managing that scale of detail, quietly and accurately, month after month, is no easy task, and it deserves recognition.

We set out this year to scale, to deepen our impact, to move into new areas, to find new ways of working, and to live the Tafta dream. What we have seen in return is phenomenal performance, incredible growth, resilience and innovation; alongside an honest acknowledgement of our vulnerabilities.

Year One of Strategy 2030 has not been without its challenges, but it has proven, unequivocally, that Tafta is heading in the right direction.

I recently came across the idea of the "last 8 000 days", a framing used by an American author reflecting on how he chose to spend the time that remained to him. At Tafta, we hold onto that same urgency and intention: we want to make every day count, for every older person in our care.

My thanks go to our Council members for their continued support and guidance. This year has presented some significant issues for their attention, and they have addressed each one with grace and fairness. Tafta is fortunate in its governance, as it is in its people.



Report from the Operations Division

The 2025–2026 financial year marked the first year of implementation of Tafta's 2025–2030 Strategic Plan, with a strong focus on strengthening sustainability, enhancing relevance, and creating an enabling environment for both elders and staff.

The Operations team continued to provide essential, person-centred services to older persons, including residential accommodation, meals delivery, home-based care, social work and nursing services, and education and awareness programmes.

In line with these priorities, expansion initiatives and partnerships were strengthened to improve access to services, particularly within underserved communities. We remain committed to continuously adapting and improving operations to meet the evolving needs of the ageing population.

1. Therapeutic Services

Social Work Services continue to play a critical role in promoting the holistic wellbeing of older persons across Durban and surrounding communities. Grounded in a person-centred approach and guided by ethical social work practice, interventions consider the full context of each individual, including their health, family relationships, social environment and economic circumstances.

During the year under review, the social work team continued to deliver therapeutic and developmental services through both centralised and decentralised service points. A significant proportion of beneficiaries required ongoing, long-term support, while counselling, telephonic and online interventions ensured services remained accessible through multiple channels.

The team continued to respond to the complex challenges associated with ageing, including loss of independence, declining health and social isolation. Through individual, family and group interventions, social workers supported older persons to adapt to life transitions, maintain dignity and strengthen coping mechanisms. Key service delivery highlights include:



2. Outreach & Expansion

Community outreach and awareness remained a cornerstone of service delivery, strengthening access to information, support and therapeutic services for older persons across Durban and surrounding communities.

In response to growing demand, Tafta continued to expand its reach into new and underserved communities, including Bonela, Chesterville, Cato Manor, Lamontville, Chatsworth, Montclair, Phoenix, KwaMashu, Umlazi, Ntuzuma, Pinetown, Inanda and Mount Moriah.

Social Workers maintained strong partnerships with nine community social clubs and multiple faith-based and civic organisations, providing ongoing education, support and programme facilitation.

Through awareness initiatives, clinic-based programmes and community engagement, the organisation improved access to services while strengthening its presence within the communities it serves. Key outreach and expansion highlights included:



3. Active Ageing and Social Inclusion

Promoting active ageing and meaningful social inclusion remained a key priority throughout the year. Through therapeutic and support groups, intergenerational programmes, social clubs and skills development initiatives, Tafta created opportunities for older persons to remain socially connected, actively engaged and valued within their communities.

3.1 Therapeutic and Support Groups

Group interventions created safe spaces where older persons could share experiences, build resilience and strengthen social connections. Intergenerational programmes further strengthened relationships between older persons and younger generations, fostering mutual understanding, respect and community cohesion. Key programme highlights included:



3.2 Social Clubs

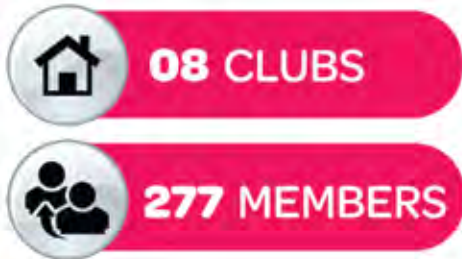
Tafta's social clubs continued to provide older persons with opportunities for meaningful social engagement, active participation and connection within their communities.

The clubs created safe and welcoming spaces where older persons could build friendships, reduce loneliness and isolation, and remain actively involved in community life. Through regular social, recreational, wellness and educational activities, club members experienced improved emotional wellbeing, social connectedness and a stronger sense of belonging.

A highlight of the year was the continued success of The Go Getters and Seaside Seniors, whose members participated in the Golden Games, showcasing the value of active ageing. Four Seaside Seniors members advanced to the semi-finals, while Mr Rodney Brown achieved a gold medal, demonstrating the enthusiasm, resilience and capability of older persons when provided with opportunities to remain active and engaged.

Social Club	Members	Social Club	Members
Happy Hearts	45	Rosewood Senior Citizens Club	45
The Go Getters	20	Sunshine Club	30
Clairwood Senior Citizens	50	Jolly Hearts Senior Citizens Club	17
Bluff Pensioners Club	35	Seaside Seniors	35

These clubs remain an essential component in advancing our commitment to ageing with dignity.



3.3 Elder Skills Development



Tafta remains committed to recognising and building on the valuable skills, knowledge and life experience that older persons bring to our services and communities. Throughout the year, elders actively participated in programmes that encouraged continued learning, independence and meaningful contribution.

Older persons applied and strengthened their skills through involvement in gardening projects, kitchen support, administrative assistance, community events and volunteer activities. These opportunities enabled elders to remain active contributors while enhancing their confidence, sense of purpose and self-worth.

Particularly impactful were the sewing and knitting initiatives, where elders used their talents to create clothing and handmade items for vulnerable children and adults in surrounding communities. These projects not only provided practical support to those in need but also demonstrated the important role older persons continue to play in strengthening social cohesion and community care.

Volunteer-supported programmes further encouraged peer learning, social connection and the sharing of knowledge among residents. Volunteers also received training in customer service and conflict management, strengthening their ability to contribute positively to service delivery and resident wellbeing.

By creating opportunities for older persons to use and develop their skills, Tafta continues to promote active ageing, independence, dignity and meaningful participation while recognising older persons as valuable contributors to their communities.

4. Ageing in Place

Supporting older persons to remain independent within their own homes and communities continued to be a key priority throughout the year. The majority of interventions focused on enabling older persons to maintain their independence through personalised support, psychosocial interventions and access to essential services, with institutional care remaining a last resort where no suitable alternatives were available.

The team also provided critical social relief to older persons experiencing poverty-related challenges by facilitating access to food, healthcare, transport and other essential services. Statutory and non-statutory reporting continued to support comprehensive assessments, care planning and interventions for vulnerable older persons, including cases involving abuse and vulnerability.

Ongoing service reviews and internal assessments ensured that interventions remained relevant, responsive and aligned to the evolving needs of older persons. Key ageing in place highlights included:



Tafta's Social Work Services remain a cornerstone of the organisation's commitment to dignity, care and empowerment, ensuring that older persons are supported not only to cope, but to live meaningful and connected lives within their communities.

5. Community Based Support Services

Community-Based Support Services formed an integral part of Tafta's continuum of care, delivering practical support that enabled older persons to continue living safely and independently within their own homes and communities. Through Home-Based Care and Meal Delivery Services, the organisation responded to essential health, nutritional and wellbeing needs.

5.1 Home-Based Care

Home-Based Care services remained a critical component of Tafta's service delivery, supporting older persons to age with dignity within their homes and communities.

During the year under review, the programme supported 174 older persons residing within Tafta facilities and surrounding communities. In the Wentworth and Clairwood areas, dedicated Home-Based Care services further extended support to 111 older persons living within the broader community.

The service plays a vital role in supporting older persons who require assistance with activities of daily living, personal care, monitoring of health conditions and psychosocial support within their own environment.

Nursing Service Managers conducted medical assessments, provided referrals and delivered primary healthcare checks to older persons during advisory clinic visits. These assessments enabled the early identification of health concerns, improved access to healthcare services and facilitated timely referrals for specialised medical intervention where required. Nursing support also strengthened preventative care efforts by providing health education to older persons, helping to reduce the risk of avoidable hospital admissions and health complications.

The Home-Based Care programme continues to have a positive impact on the wellbeing of older persons by promoting independence, reducing social isolation, supporting family caregivers and ensuring that beneficiaries receive person-centred care within familiar surroundings.



5.2 Meal Delivery Service

Access to adequate nutrition remained a fundamental component of healthy ageing. Delivered in partnership with Feedem Group, the Meal Delivery Service ensured that 41 older persons who were unable to prepare meals for themselves, or who experienced mobility, health or financial challenges, received balanced and nutritious meals on a regular basis. The partnership with Feedem Group has enabled Tafta to maintain a reliable, high-quality meal provision service, contributing to improved nutritional outcomes and overall wellbeing among beneficiaries.

Beyond addressing food insecurity, the Meal Delivery Service also fulfilled an important welfare monitoring function. Regular meal deliveries created opportunities for ongoing contact with beneficiaries, helping to identify concerns relating to health, safety and social isolation, while facilitating referrals to additional support services when necessary.





6. Partnerships and Collaboration

In the first year of implementing the 2025–2030 Strategic Plan, the Operations team exceeded its strategic objectives for partnership development, reflecting a strong commitment to collaboration as a driver of impact and sustainability.

During the year under review, the team strengthened and expanded relationships with a wide range of stakeholders, including health-care providers, government departments, educational institutions, community organisations, faith-based groups, and corporate partners. These partnerships play a critical role in supporting specialised services, facilitating referrals, enabling joint programmes, and enhancing access to resources for older persons. Through collaboration with hospitals, clinics, and organisations such as SASSA and SAPS, Tafta has strengthened its ability to respond to the health, safety, and social needs of vulnerable elders.

Partnerships with academic institutions, including the University of KwaZulu-Natal, Vega School, and other educational organisations, have continued to provide valuable opportunities for student training, professional development, and knowledge sharing, contributing to both service delivery and sector capacity building.

Community-based organisations, senior citizen groups, and faith-based institutions across areas such as Umlazi, KwaMashu, Chatsworth, Phoenix, and Lamontville have remained key partners in extending Tafta's reach. These collaborations have enabled community programmes, awareness initiatives, and support networks that promote active ageing and social inclusion. Corporate and non-profit partners have also contributed through resource mobilisation, awareness campaigns, and programme support, enhancing the sustainability and impact of services.

Through these diverse and meaningful partnerships, Tafta has expanded its footprint, improved service accessibility, and strengthened its responsiveness to the evolving needs of older persons. As we look ahead, the Operations team remains committed to building on this momentum and further deepening partnerships that advance the wellbeing, dignity, and inclusion of older persons.

7. Palliative care

During the year under review, 323 older persons received palliative care services from professional staff, ensuring dignity in the management of pain and symptoms associated with life-limiting illnesses.

Palliative care remains a vital component of Tafta's person-centred approach, focusing on holistic support that addresses the physical, emotional, social, and spiritual needs of residents and their families. Our multidisciplinary teams—including nursing staff, caregivers, social workers, and healthcare professionals—work collaboratively to develop care plans that prioritise comfort, dignity, and quality of life.

Ongoing training and support were provided to care staff to strengthen skills in pain management, end-of-life care, communication, and compassionate practice. This has enhanced both staff confidence and the quality of care provided to older persons requiring palliative support.

Family involvement remains central to our approach. Social workers continued to provide guidance, counselling, and bereavement support, ensuring that families are supported through difficult transitions with care and sensitivity.

Tafta's palliative care programme reflects a deep commitment to dignity, compassion, and respect, ensuring that every older person is supported with care and understanding during some of life's most challenging moments.

323 OLDER PERSONS
RECEIVED PALLIATIVE CARE SERVICES



8. Research & Innovation

Research remains an important component in strengthening service delivery, informing practice, and contributing to the growing field of geriatrics. Through evidence-based approaches, the organisation is better able to understand the complex needs of older persons and develop responsive, innovative solutions.

During the year under review, staff and older persons participated in a number of research initiatives aimed at improving care, enhancing wellbeing and informing future service models. These included research on palliative care and dementia, fall risk screening in residential facilities, social isolation among older adults, and inclusive architectural design for the ageing population in Durban.

Through these initiatives, Tafta continues to support knowledge generation, sector development, and evidence-based practice, while ensuring that the lived experiences of older persons inform research, policy, and service delivery.

9. Research & Initiatives



SOCIAL ISOLATION



FALL RISK SCREENING



PALLIATIVE CARE & DEMENTIA



INCLUSIVE ARCHITECTURAL DESIGN

Residential Care Services

NAME OF BUILDING	ADDRESS	TYPE OF ACCOMMODATION AND NO. OF UNITS	NO. OF PEOPLE	TOTAL
John Conradie House	15 Prince Street, South Beach	Residential (172)	191	271
		Assisted living (30)	38	
		Assisted Living Plus (20)	23	
		Frail Care (13)	19	
Langeler Towers		Floors 1-5 (160 sub-economic)	192	413
		Floors 6-11 (245 Economic)	221	
John Dunn House	224 Austerville Drive, Wentworth	Residential (16)	23	108
		Assisted living (16)	20	
		Frail Care (55)	65	
Tafta on Ridge	51 East Street, Essenwood	Residential (114)	119	178
		Assisted living (34)	40	
		Frail Care (12)	19	
Tafta Park Care Cottage	28 Greenwich Avenue, Bellair	Assisted living (9)	10	10
Kings Hall	80 Samora Machel Street, Durban	Residential (126)	150	213
		Life Rights (53)	63	
Tafta Lodge	42 South Beach Avenue, Durban	Residential (205)	251	251
Ocean View	354 Musgrave Road, Durban	Life Rights (31)	36	36
St Martin's Village	51 St. Theresa Road, Sydenham	Life Rights (9)	14	29
		Residential (9)	15	
Tafta Park	28 Greenwich Ave, Bellair	Residential (2)	2	179
		Life Rights (141)	177	
Cambridge Gardens	130 North Ridge Road, Morningside	Life Rights (77)	82	82
Barns Cottages	41 Haden Road, Morningside	Life Rights (12)	14	14
St Catherine's Close	13 East Street, Durban	Life Rights (2)	3	3
Lucas Gardens	541 Peter Mokaba Road, Durban	Life Rights (39)	45	45
TOTAL				1832

Report from the Human Resources Division

Never doubt that a small groups of committed citizens can change the world indeed, it's the only thing that ever has.

—Margaret Mead

As Leaders in the Elder Care sector, the impact of the Tafta team extends beyond our relatively small area of operation; to representation on local, regional, provincial, national and international platforms - dedicated to restoring dignity, relieving distress and improving the lives of older persons and vulnerable people.

Sustainability

In the 2026 period, we implemented cost saving measures to reduce the overall expenditure for the period and ensure the ongoing sustainability of the organization. These included:

- Substituting monthly printed pay slips with the downloadable electronic option on the Employee Self Service Portal
- Applying competitive supplier pricing options
- Optimizing zero-expenditure training options
- Reduced expenditure on functions and events

Relevance

The Safety, Health, Environment and Quality (SHEQ) program ensures the safety of older persons and workers on every Tafta site. Emergency preparedness targets of updating the Emergency Evacuation Plans and implementing bi-annual emergency drills for every building was achieved with the commitment and drive of the established Health and Safety Committee.

A review of the Baseline Risk Assessment for all buildings conducted in 2021 was completed in this period. Action plans were determined and implemented to eliminate, reduce or manage the risks. The review results were that 278 (68%) were fully addressed and 131 (32%) over 3 categories were in progress

Creating and Maintaining an Enabling Environment

The HR team continues to support the work of the teams driving positive and meaningful impact on the lives of older persons and communities through robust people management, growth and development processes.

On the International Day of Care and Support (29 October 2025), Tafta departments collaborated to bring together 80 employees and 240 external partners to view a screening of the international documentary, Human Forever. Told through the powerful lens of 24-year-old Care Advocate Teun Toebes, who spent three years exploring care cultures across four continents; this experience has become a catalyst for change.

Thought provoking and inspiring, this was also an opportunity to pay homage to employees in the care sector, supported by care partners for their compassionate contributions and commitment to elder care.

Workforce Planning, Support and Development

We value diversity and believe that different experiences and perspectives strengthen our ability to serve our communities effectively. We celebrate diverse perspectives and encourage every employee to bring their authentic self to work.

Our Employment Equity Representatives Committee elected in this period, operationalize these values by committing to engage with all policies, procedures and practices and ensure that the principles are well understood and integrated.

Tafta remains a 100% designated employer through all categories, with strong female leadership representation, nurturing the strength and agility of the team.

MOVEMENT - 1 April 2025 to 31 March 2026			
Terminations		Recruitment	
Retired	1	Appointed	21
Resignation	12	Promotion	1
End of Contract	3		
Dismissal	3		
Deceased	0		
6. Disability	0		
Retrenched	0		
TOTAL	19	TOTAL	22

Turnover rate for the period was 13%, remaining below the national average of approximately 13.5%. Resignations made up 63% of terminations in the period highlighting the challenges of retention within the sector.

Of the 12 people who resigned; 5 left for improved remuneration, 5 left due to domestic/personal circumstances and 2 left for career change. Every role contributed meaningfully to our mission and so we wish those that have followed a different path, success in their journeys.

Recruiting staff to fill these positions enables the introduction of a new range of talent, skills and passion driven by purpose and we welcome the new members of the Tafta Team.





Whilst turnover is a reality in any business, the long service recipients are celebrated for their dedication, passion and achievements in their service to the organisation. We are committed to helping our employees develop professionally and personally through ongoing learning, mentorship, and opportunities to take on meaningful challenges.

Long Service Awards 2025/2026

EMPLOYEE	DEPARTMENT	YEARS CELEBRATED	ACHIEVED IN
Prathiba Singh	FINANCE	20 Years	Apr 2025
Madeleen Van Vuuren	INCOME DEVELOPMENT & PUBLIC RELATIONS	20 Years	May 2025
Charmaine Mahabeer	FINANCE	15 Years	May 2025
Sibonga Mfeka	FACILITIES & MAINTANENCE DEPARTMENT	25 Years	June 2025
Patrick Mkhize	FACILITIES & MAINTANENCE DEPARTMENT	15 Years	June 2025
Rajesh Harilall	FACILITIES & MAINTANENCE DEPARTMENT	15 Years	Nov 2025
Nirusha Prakasim	SOCIAL AGENCY	25 Years	Dec 2025
Jackie Snyman	OPERATIONS NORTH WEST	10 Years	Jan 2026
Rupert Pillay	TRANSPORT	15 Years	Feb 2026

Capacity is driven in all five strategic pillars:

Training & Development

STRATEGIC PILLARS	Sessions	Attendance	% split
Sustainability	4	7	1%
Relevance	24	79	12%
Creating & Maintainng an Enabling Environment	35	158	24%
Workforce Planning, Support & Development	60	237	36%
Operational Excellence & Innovation	24	184	28%
TOTAL T&D	147	665	72%

The Continuous Professional Development (CPD) requirements for social workers were met in this period through the successful application and implementation of the training program.

The Workplace Skills Plan and Annual Training Report were completed and submitted to the Health & Welfare SETA.

These submissions ensure compliance with the relevant authorities and maintains a high standard of skills development.

Growth
“begins when
knowledge
is shared.”

Thank you to those who guide,
teach and inspire our team.



Operational Excellence and Innovation

We invest in our people through continuous learning, mentorship, leadership development, and opportunities to expand skills and careers. Tafta nurtures both formal and informal leadership growth and development through the creation of opportunities and platforms on which our staff shine.

As established leaders in elder care, our staff facilitated 46 of the 147 training sessions, sharing professional tools and techniques illustrated by deep, purposeful experience.



ifa International
Federation on
Ageing

The Divisional Management team also had the opportunity to attend the IFA Global Conference on Ageing and engage with counterparts from around the world. These connections opened the door to meaningful partnerships focused on sharing knowledge, practice and advocacy in the field of elder care—partnerships that have endured long after the memory of the last rays of the Cape Town sunset had faded. The experience strengthened Tafta's global networks while bringing new perspectives and insights back into the organisation.

Social Worker, Jacqueline Snyman, registered and commenced the Global Ageing Network Leadership Series, creating an opportunity to further develop her knowledge, leadership skills and understanding of ageing within a global context. With her skilled and passionate approach to aged care, Mrs Snyman is well positioned to contribute meaningfully to the platform while bringing her learning back to strengthen Tafta's work.

At Tafta, leadership extends beyond formal titles. Employees at every level are empowered to innovate, influence decisions and contribute ideas, creating a culture where people are encouraged to take ownership, grow their capabilities and help shape the organisation's future.



International Engagement & Leadership

Internationally, Tafta continued to strengthen its influence in the global ageing sector. CEO, Femada Shamam, was appointed Interim Chair of CommonAge before becoming Chair in January 2026, positioning Tafta and South Africa as important voices in shaping ageing conversations across the Commonwealth.

Divisional Manager for Research and Strategy Development, Mrs Carmel Murugen, was selected as one of nine CommonAge bursary recipients to attend and present at the 17th IFA Global Conference on Ageing in Cape Town in September 2025, sharing South African perspectives on population ageing. She was also elected Head of the South African Chapter of CommonAge, strengthening Tafta's regional leadership and partnerships across Africa.

Together, these achievements reflect Tafta's growing international footprint and credibility, demonstrating its commitment not only to participating in global conversations, but to shaping them—bringing African perspectives to the forefront while drawing on global insights to strengthen its work locally.



Investing in Our People

1. Bringing our staff into the conversation and shaping our strategy together.
2. Sharing knowledge and strengthening skills through internally led staff training.
3. Marking the International Day of Care and Support by exploring global care practices.
4. Hosting a CPD-accredited Parkinson's workshop with healthcare experts.
5. Building empathy through staff training on VREP technology.



One Year in review



Elders cared for in our residential facilities



Social work cases handled



Social work investigations conducted



New elder abuse cases addressed



Meals delivered via Meal Delivery Service



General enquiries received for Tafta services



Training & Development Sessions Delivered



Anna Conradie Wellness Centre



Mary Asher Wellness Centre



Oldfield Wellness Centre



Primrose Wellness Centre



Tafta Elder Abuse Line (TEAL)



Workplace Risk Areas Addressed



Staff Turnover Rate



Fundraising Partnerships Secured



Donor Funding Generated



Targeted Communications Delivered



Capital Infrastructure Budget



Residential Units Renovated



Maintenance Requests Completed



Trained Through the Fulbright Train-the-Trainer Programme



Monitoring & Evaluation Meetings Conducted



VAT Refunds Secured



Monthly SASSA Pension Payments Administered

Organogram

Executive Team



Chief Financial Officer
Nita Sewpersad



Chief Executive Officer
Femada Shamam

DIVISIONAL MANAGEMENT TEAM



Nicolette Pillay
Finance & Admin

Finance
|
Information Technology
|
Procurement
|
Risk & Compliance



Iris Naidoo
IDPR

Fundraising/ Income Development
|
Public Relations
|
Marketing
|
Communications
|
Volunteer Coordination



Yoshina Kistensamy
Operations

Area-based Management
|
Residential Care Services
|
Community Based Outreach & Support Services
|
Advocacy, Lobbying & Networking
|
Outsourced Services Management



Marshnee Naidoo
HR / Admin

Remuneration & Benefits
|
Training & Development
|
Employee Assistance/ Wellness
|
Health & Safety



Belinda Naidoo
Support Services

Facilities Management
|
Commercial Rentals
|
Infrastructure & Project Management
|
Transport Services



Carmel Murugen
RSD

Research
|
Strategic Alignment
|
Monitoring & Evaluation
|
Expansion & Development
|
Transformation

Report from the Income Development & Public Relations Division

For the Income Development and Public Relations (IDPR) Department, the 2025/26 financial year was defined by both numbers and lives touched.

Throughout the year, the department evolved beyond its traditional role of fundraising and communications to become a strategic business partner, supporting initiatives across the organisation while strengthening Tafta's long-term sustainability. From pioneering innovation and landmark grant funding to community partnerships, advocacy initiatives and organisation-wide support - every campaign, event and relationship contributed towards one shared purpose - ensuring that older persons continue to receive affordable, dignified care in an ever-changing world.

The department generated R22.3 million in funding through a diversified fundraising strategy spanning Trusts and Foundations, corporates, individuals, bequests, commercial initiatives and international partnerships, helping bridge the gap between Tafta's operating income and the true cost of delivering affordable care and accommodation services.

More importantly, every rand represented a partnership built, a relationship strengthened and a community choosing to stand alongside older persons.

Innovation with Purpose

Innovation remained one of the defining achievements of the year through the continued development of the Virtual Reality Empathy Platform (VREP). Developed through an international partnership and localised for the South African context, VREP represents far more than a new technology. It positions Tafta at the forefront of innovative elder care while creating opportunities to strengthen empathy, improve care delivery and diversify future income streams.

During the year, 130 Tafta staff members across all 13 facilities completed VREP training, embedding empathy and person-centred care throughout the organisation while equipping staff with a deeper understanding of the ageing experience. The platform also progressed from an internal innovation to an externally marketable solution, with commercial rollout commencing and licensing opportunities beginning to emerge.

Although commercialisation is still in its early stages, the successful implementation of VREP has already positioned Tafta as an innovator within the ageing sector and demonstrated how strategic partnerships and technology can work together to improve the quality of care for older persons.

**130 STAFF
TRAINED IN VREP**



R22.3 Million
Funding Generated



805
Donor Engagement



360+
In-kind Donations



81000+
Targeted Communications



R4.2 Million
Free Media Coverage

Every Year
“ tells a story.
Some are measured
in numbers.
Others are measured in the
lives they
touch.”



Partnerships that Powered Progress

If there was one defining theme throughout the year, it was partnership. Across every campaign and initiative, organisations, schools, corporates, trusts, media partners and community groups chose to stand alongside Tafta - helping reduce operational expenditure, improve resident wellbeing and create new opportunities for sustainable growth.

The department strengthened its partnership network through 61 Mandela Day partners (23 new) and 17 Golf Day corporate supporters (13 new), while also building meaningful relationships with supporters including Old Mutual, Lotus FM, Jane Linley-Thomas, Avalon Group, Suncoast CineCentre, Vega School, Northwood School, Musgrave Centre, Starke Ayres, Robin Hood Foundation, Durban Lions Club and Rise Against Hunger.

These partnerships extended well beyond financial support. They created opportunities for education, advocacy, volunteerism, media engagement, sponsorships, collection drives, awareness campaigns and community involvement, demonstrating that creating an age-friendly society is a shared responsibility.

The department also strengthened collaboration across Tafta by supporting new initiatives beyond its traditional portfolio, including Open Days and the Referral and Rewards Programme to address accommodation vacancies, and numerous cross-departmental campaigns through branding, communications, advertising and stakeholder engagement.

Every partnership, regardless of size, played an important role. Together, they not only strengthened Tafta's sustainability but also reinforced the hope that communities will continue standing alongside the organisation as it serves older persons for generations to come.



61 Mandela Day Partners



17 Golf Day Partners

Creating Experiences that Inspire

Throughout the year, IDPR created opportunities for people to connect with Tafta's purpose through experiences that celebrated, educated and inspired.

The annual Corporate Golf Day strengthened relationships with long-standing and new supporters while generating a profit of R92 970 in support of Tafta's Meal Delivery Service. Beyond fundraising, the event created new corporate relationships and demonstrated the value of partnership-driven sustainability.

More than 220 resident volunteers were honoured during the annual Volunteer Appreciation Function, celebrated under the theme Sawubona - I See You. In a powerful demonstration of appreciation, members of the Management Team and Residential Care staff paused their daily responsibilities to personally serve meals, share fellowship and celebrate the invaluable contribution resident volunteers make to life within Tafta communities.

The department also coordinated a Donor Appreciation Tea and Tour, providing supporters with an opportunity to experience first-hand the impact of their generosity while strengthening long-term donor relationships built on transparency, gratitude and trust.

During the festive season, community commitment and generosity helped ensure that approximately 1800 residents enjoyed a delicious three-course Christmas meal surrounded by the joy of the season. Strategic partnerships, including the Robin Hood Foundation's Bless a Granny campaign, spread more joy throughout the organization - linking residents with donors to make their festive wish lists a reality. These moments of support created unforgettable joy, dignity and belonging while demonstrating the remarkable kindness of communities standing together in support of older persons.

The Human Forever documentary screening, delivered in partnership with the Avalon Group and Suncoast CineCentre, further demonstrated the power of collaboration. Hosted in recognition of the International Day of Care and Support, the event brought together over 320 care professionals from across the sector in Kwa-Zulu Natal to explore global perspectives on ageing while recognising and celebrating the invaluable contribution of the care workforce.



R92 970

Golf Day Profit



220+

Volunteers Honoured



1800

Christmas Lunch Served



320+

Attended Movie Screening



Leading Conversations that Matter

Beyond fundraising, the department continued positioning Tafta as a respected voice within the ageing sector through advocacy, awareness and education.

The annual World Elder Abuse Awareness Day campaign strengthened public awareness through media engagement, educational resources and community outreach, reinforcing Tafta's commitment to protecting the rights, dignity and wellbeing of older persons.

Collaboration with the Department of Social Development during an Alzheimer's Awareness initiative hosted at Tafta Lodge strengthened efforts to educate communities on dementia and other age-related conditions while encouraging greater understanding and compassion.

The department further enhanced accessibility through the rebranding of TEAL – Tafta's Elder Abuse Line - creating a stronger, more recognisable identity for one of the organisation's most important support services.

Through strategic communications, CEO thought leadership, media engagement and alignment with internationally recognised awareness days, Tafta continued strengthening its position as a leader within the ageing sector while advocating for an age-friendly society where older persons remain visible, valued and protected.



Building Sustainability Beyond Fundraising

While fundraising remained central to the department's work, sustainability was achieved through far more than financial donations. Throughout the year, more than 360 in-kind donations, valued at more than R1.42 million, reduced operational expenditure while supporting residents with essential goods, equipment and services. Items that could not be utilised directly were transformed into opportunity through an expanded flash sales programme, increasing sales to three days per week. Flash sales held throughout the year generated sundry revenue of over R100 000, which was directed to Tafta's Needy Pensioners Fund. The fund assists in covering the cost of essential goods, funerals, hospital visits and care services for residents who are unable to afford these expenses. Strategic funding also enabled significant progress on capital infrastructure projects. By combining multiple funding streams, including targeted contributions towards the John Dunn House ceiling replacement project, donor generosity was transformed into tangible improvements that enhanced health, safety and dignity for residents.



Value of
In-kind
Donations

R1.4 Million

R100 000+

Flash
Sales
Revenue



Relationships remained at the heart of every fundraising initiative. Through donor engagements, targeted donor communications, ongoing bequest awareness initiatives and meaningful donor stewardship opportunities, the department continued nurturing the trust and relationships that underpin long-term sustainability. Media engagement further amplified Tafta's impact, generating more than R4.2 million in Advertising Value Equivalent and increasing awareness of the organisation's services, fundraising campaigns and advocacy initiatives.

Looking Ahead

The achievements of the 2025/26 financial year represent far more than successful campaigns, events or fundraising outcomes. They reflect a department willing to challenge traditional ways of working, embrace innovation, strengthen partnerships and support organisational priorities wherever they were needed most. Throughout the year, IDPR expanded its contribution beyond fundraising and communications, providing strategic support across organisational campaigns, advocacy initiatives, retirement property marketing, staff engagement, governance, events and operational projects. In doing so, the department strengthened collaboration across Tafta while ensuring every initiative remained aligned to the organisation's broader purpose. As Tafta navigates the 2026/27 financial year, the department remains committed to building sustainable income streams, deepening strategic partnerships, embracing innovation and strengthening community engagement to ensure affordable, quality services remain accessible to older persons.



Report From The Support Services Division

The 2025–2026 financial year represented a period of strengthened operational maturity, improved governance and measurable progress for the Support Services Division. Through focused execution against the organisation's strategic pillars, the Division continued to enhance the built environment, improve service responsiveness, strengthen compliance and deliver sustainable solutions that support the wellbeing of residents and operational teams.

Infrastructure and Asset Management



A key achievement during the year was the successful completion of 91 vacant unit renovations (31 Life Rights and 60 Rental units). This reflects improved project coordination, stronger contractor management and a continued commitment to ensuring quality living environments across our portfolio.

Infrastructure and compliance remained key priorities. The Division managed a R12 million capital budget across 13 buildings, with 36 of 38 projects completed or in progress. Completed projects included fire safety upgrades, security enhancements, essential equipment replacement, structural repairs and unit conversions. Fire safety compliance was achieved across all buildings, further strengthening organisational risk management.

Maintenance and Operational Performance

The Division continued to strengthen maintenance service delivery, managing 6 272 onsite maintenance requisitions and an additional 1 128 escalated to the Facilities Maintenance Department. Improved tracking systems, standardised reporting processes and closer operational monitoring contributed to enhanced responsiveness and accountability. During the year, 1 072 purchase orders were also issued in support of maintenance, infrastructure and operational requirements across the organisation.



Sustainability Initiatives



Significant progress was achieved in sustainability initiatives. The Tafta Park water conservation programme delivered a 55% reduction in water consumption through targeted leak reduction interventions, while energy efficiency initiatives progressed through LED conversions and feasibility assessments for renewable energy solutions. The Division also advanced asbestos remediation planning and strengthened contractor accountability through the development of a KPI-based evaluation framework.

Resident Experience and Accessibility

The Division continued to invest in creating safe, accessible and age-appropriate environments for residents. Accessibility enhancements; including 13 bath-to-shower conversions, pathway repairs, fencing improvements and ramp upgrades, contributed to improved resident experience and long-term asset sustainability.



Workforce Development and Compliance

From a workforce perspective, the Division achieved full staffing capacity and supported ongoing capability development through structured training initiatives, with 100% staff participation in required training activities. These investments continue to build resilience, strengthen technical capacity and support improved service delivery.

The Division also achieved 100% fire safety compliance across all buildings, reinforcing its commitment to governance, legislative compliance and organisational risk management.



Innovation and Digital Transformation

Relevance progressed through the Tafta Lodge digital building profile pilot, including drone scanning and the development of updated building information records, with as-built plans currently in progress. This initiative will support improved asset management, future maintenance planning and more informed decision-making across the property portfolio.



The Division completed a comprehensive analysis of transport services during the year. As a result of this review, a number of changes will be implemented during the 2026–2027 financial year to improve efficiency, optimise utilisation, ensure cost effectiveness and better align transport services with Tafta's operational requirements.

During the reporting period, transport services supported Tafta's operations by travelling 63 424 kilometres, demonstrating the scale and importance of transport services across the organisation.

Looking Ahead

As we enter FY2026–2027, the Division remains focused on:

- Progressing priority infrastructure projects.
- Implementing contractor KPI monitoring.
- Continuing sustainability initiatives (water conservation, energy efficiency and renewable energy feasibility).
- Expanding digital asset management.
- Advancing ten-year maintenance planning.

Acknowledgements

I extend my appreciation to the Support Services team, internal stakeholders, service providers and partners for their commitment, collaboration and contribution towards achieving these outcomes.



Report from the Research, Strategy & Development Division



During the 2025–2026 reporting period, significant strides were made in strengthening services, expanding accessibility, and building workforce capacity to better support older persons. Guided by our commitment to dignity, safety, and quality of life, key initiatives focused on elder abuse prevention and response, thought leadership, information management, research and evidence-based practice.

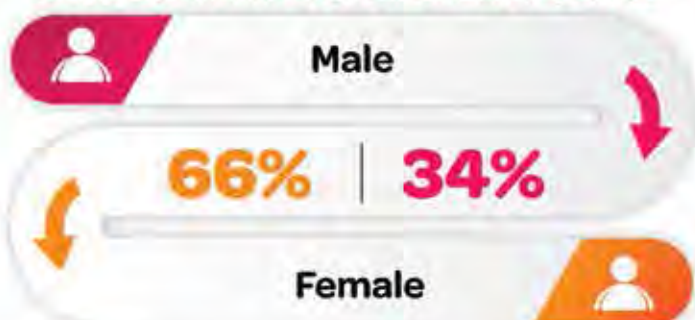
Strengthening Protection for Older Persons

A major milestone during the year was the rebranding of the National Toll-Free Elder Abuse Helpline to the **Tafta Elder Abuse Line (TEAL)** in November 2025, marking three years since the service was established. The new name, logo, and visual identity reflect the programme's growth, enhanced visibility and impact across South Africa. Responding to the community's request for WhatsApp and email as reporting channels, TEAL introduced these two new platforms in November 2025; enabling older persons, family members, and community members to more easily report abuse, seek information and access referrals.

SERVICE DELIVERY



GENDER BREAKDOWN OF CALLS RECEIVED



Referral Pathways



- Department of Social Development
- Legal Aid
- Tafta and other Non-Profit Organisations
- South African Police Service (SAPS)
- Medical Services (hospitals and psychologists)

These partnerships are vital to ensuring a coordinated, multi-sector response that protects the rights, wellbeing, and safety of older persons.

Building Capacity Through Knowledge Transfer

The impact of the Fulbright Specialist Programme continued to grow during the reporting period. Team members previously trained by Fulbright Specialist Dr Renu Varughese, cascaded their learning into communities and organisations through a sustainable Train-the-Trainer (TtT) model.

Community Training Delivered

DATE	ORGANISATION	COMMUNITY	PARTICIPANTS
November 2024	MooiHawens Residentia	Amanzimtoti, KwaZulu-Natal	5
November 2024	Tafta	Durban, KwaZulu-Natal	86
April 2025	Charis Eagle Springs	Nairobi, Kenya	6
April 2025	Agewatch Kenya	Nairobi Informal Settlements	20
July–November 2025	Botswana University	Students on Ageing and Adulthood	170
August 2025	Department of Social Development	Nkangala District, Mpumalanga	63
February 2026	Emma Barter Victoria Home	Pietermaritzburg, KwaZulu-Natal	17
TOTAL TRAINEES			367

Through these initiatives, knowledge and practical skills were transferred across countries, communities and professional sectors, contributing to a stronger and more capable elder-care workforce.

Driving Innovation Through the Innovative Learning Centre

One of the key objectives of the Innovative Learning Centre (ILC) is the development of an efficient and accessible Information Management System.

In November 2025, an organisational survey was conducted to better understand staff experiences regarding document storage, retrieval, and information sharing. Approximately 50% of organisational users (**41 staff members**) participated, identifying several priority areas:

- Shared access to critical organisational documents
- A centralised portal with standardised information
- A phased transition toward a paperless environment
- Digitisation of key organisational records
- Secure central storage with appropriate access controls

These findings are informing the development of a more efficient and user-friendly information management system that will enhance collaboration, improve accessibility and support organisational effectiveness.

Developing an Online Learning Hub

A parallel initiative is focused on establishing an online learning portal for staff and older persons. In essence, it will facilitate access to digital assets such as webinar recordings, in-service presentations and YouTube videos. The hub will also allow for short quizzes to test knowledge and various analytics to measure use of the portal. Several options are currently under review.

Efforts are also underway to improve Wi-Fi accessibility for elders in our buildings, supporting broader goals of digital inclusion and lifelong learning.

Relevance

Using Data to Improve Care and Safety through Evidence-Based Practice

Residential Care Supervisors and Nursing Service Managers continue to monitor resident falls through a centralised Falls Register.

The digitisation of the reporting process through Google Forms has significantly enhanced data collection, analysis, and reporting capabilities. Findings are reviewed every six months and shared with operational teams through accessible infographics that guide preventative interventions and improve resident safety.

Key Findings

Analysis of falls data revealed several important trends:



The majority of falls were attributed to intrinsic factors such as dizziness



Women accounted for the highest proportion of reported falls (68%)



Falls occurred most frequently during the morning period (06:00–12:00)



Most incidents took place during every day activities like walking or getting out of bed

These insights have informed targeted interventions and operational improvements designed to reduce risk and create safer living environments for residents. Ongoing monitoring remains an important component of our commitment to continuous quality improvement and resident wellbeing.

Research, Advocacy and Knowledge Generation

During the year, the organisation continued to contribute to advancing knowledge on elder abuse through research and publication.

A book chapter entitled "**Examining the Impact of Elder Abuse on Family Structure and Relationships in South Africa**" was co-authored for an international book publication; *The Evolving Nature of Intimate Relationships and Family Structures in Sub-Saharan Africa*. The forthcoming publication highlights the key risk factors contributing to elder abuse, including:

- Unemployment and poverty
- Alcohol and substance misuse
- Patriarchal social norms that undermine the status and value of women

The chapter further outlines recommendations for government and civil society to address these risk factors and strengthen protection systems for older persons.

Improving Service Accessibility for Older Persons

The research on elder abuse also evaluated the strengths and gaps of services available to older persons, particularly in relation to healthcare, housing, accessing old age grants and social support. Findings were presented at the South African Association of Social Workers in Private Practice (SAASWIPP) Conference in June 2025, contributing to national discussions on improving accessibility and service delivery for older persons.



Thought Leadership on the Global Stage

The organisation's collaborative work on the Fulbright Train-the-Trainer Programme was showcased at the International Federation on Ageing (IFA) Conference. This platform provided an opportunity to share innovative approaches, best practices, and lessons learned with global leaders in ageing and elder care, reinforcing the organisation's role as a contributor to international knowledge exchange.



International Federation on Ageing



Operational Excellence & Innovation

On 1 April 2025, we embarked on Year 1 of Strategy 2030 with renewed energy and a clear sense of purpose. Guided by the five new strategic pillars we entered the year with a commitment to strengthen organisational performance and impact.

Building on the strong foundation established since inception of our Monitoring and Evaluation system in 2022, Tafta continued to enhance its M&E process to better support strategic planning, operational excellence, and organisational learning. Over 24 meetings held in the current reporting period, the organisation further strengthened its M&E framework by creating space for deeper reflection, trend analysis, and evidence-based decision-making - positioning the organisation to better identify challenges, respond proactively to risks, and continuously improve our programmes and operations.

Looking Ahead

The achievements of 2025-2026 demonstrate the power of innovation, collaboration, research, and community engagement in improving the lives of older persons. As we move forward, we remain committed to creating environments where older persons are protected, empowered and valued. Through continued investment in people, partnerships, and evidence-based practice, we will strive to create environments where every older person has the opportunity to age well and thrive.



Strategy 2030

Creating and Maintaining
an Enabling Environment

Sustainability

Relevance

Rooted
in Purpose,
Reaching for
the Future,
Sustained by
Innovation

Workforce
Planning,
Support &
Development

Operational
Excellence
& Innovation

IT MATTERS



5500

Elders



130

Workforce



110

Ideas



79

Objectives



5

Strategic Pillars



1

Common Purpose

Report from the Finance and Administration Division

1. Finance

1.1 Relevance

During the financial year ending March 2026, the Finance Department continued the accurate processing and recording of transactions arising from Tafta's operating activities. Financial information was processed across the organisation's operating cost centres and ledger structure, ensuring that all financial information produced remained valid, accurate and free from material misstatement.

The finance department continued to collaborate closely with all departments to ensure financial information requirements were met, while maintaining stringent controls over documentation received for processing. All supporting documentation was scrutinised to ensure appropriate authorisation and compliance before transactions were recorded.

Financial results were prepared in accordance with International Financial Reporting Standards for SMEs, with monthly management accounts produced to support internal and external reporting requirements. These reports continued to provide essential financial information to the Executive Committee, sub-committees, Council, the Department of Social Development and fundraising initiatives.

The department also completed the monthly processing of transactions within Tafta's Commercial Investment entities, managed weekly and monthly supplier payments to maintain positive supplier relationships, facilitated resident pension administration, coordinated the annual rental increase process and managed the annual budgeting cycle.

During the year, the Finance Department also worked closely with the organisation's external auditors to facilitate the successful completion of the annual statutory audit.

1.2 Sustainability

Statutory compliance for Vat and Taxation has been achieved through the timeous submission of relevant returns, and through the completion of verification audits. Vat refunds for the year amounted to R5,6m.

Further cash flows, such as the sale and refund of 32 Life Right units have been accurately completed, resulting in a net cash inflow of R5,9m.

The collection of debt from Tafta's residents and commercial tenants remained an area of key focus. The total collection on residential and commercial debt amounted to R2.1m and R108 000 respectively for the financial year.

Various initiatives have been performed during the year to ensure that the outstanding debts are recovered. These initiatives included:

- Monthly follow-up of rejected debit orders, amounting to approximately 300 being fully recovered or having payment plans arranged.
- Attending to 300 walk-in payment queries and disputes.
- Conducting 175 visits to discuss and arrange payment plans, assess current arrangements and convert payment methods to more secure options such as debit orders or procuration of pensions.

Cash investments are continuously managed optimally to maximize the interest income earned, whilst also ensuring that the operating and capital expenditure cash flow requirements are met. FICA compliance has been updated for compliance.

2. Administration

The Administration Department is responsible for managing organisational record-keeping and providing essential administrative support services across the organisation.



Throughout the year, the Senior Manager: Administration continued to serve as the primary point of contact for administrative matters, providing support to the Chief Executive Officer (CEO) and Executive Team. The role also includes acting as Secretary to Council and its sub-committees, ensuring effective governance processes and compliance with organisational requirements.

The department is responsible for maintaining and safeguarding the organisation's official records and legal documentation, including meeting minutes, resolutions, contracts, compliance certificates, and statutory filings. Ongoing efforts are made to ensure that records remain secure, accurate, up to date, and readily accessible when required.

Key highlights of the department	
37 Operating Cost Centres	37
1 400 Ledger Codes Managed	1400
450 Invoices Paid Monthly	450
55 Pages of Bank Statements Processed Monthly	55
650 SASSA Pensions Administered Monthly	650
1 400 Rental Increase Letters Issued	1400

Efficient
finances.
“**Effective**”
administration.

The Executive Administrative Support Administrator continued to provide critical support to the Executive Team in several key areas, including:

- Administration and monitoring of the IT ticketing system
- Administrative support for the Virtual Reality Empathy Platform (VREP)
- Coordination and monitoring of Health and Safety requirements and related compliance activities
- Administrative support for the Employment Equity Committee

During the reporting period, Tafta's switchboard operations was successfully transitioned to the Operations Department following the retirement of the Switchboard Operator in October 2025. This transition was implemented smoothly, ensuring continued service delivery while supporting operational efficiencies across the organisation.

The Administration Department remains committed to maintaining strong governance, effective record management, and responsive administrative support that contributes to the efficient functioning of the organisation.

3. Information Technology (IT)

The Organisation continued to provide a secure and reliable IT environment, with the IT systems and equipment optimally functioning with minimal disruptions and down time. IT support and solutions continued in the following key areas:

Staffing requirements

Server maintenance

On-site network & fibre maintenance

Data management services

Configuration of Wireless Access Points

System upgrades: Windows 11 Pro

Microsoft Office upgrades: 2019

VREP support services

4. Risk & Compliance

Quarterly risk and compliance meetings were held with Tafta's governing external Risk Committee. At these meetings, all areas of risk and compliance are reported on and discussed. Risks that were identified, through building inspections by insurers, remain a key focus area. Kings Hall certificate of electrical compliance was completed. Risk items identified for Tafta Park and Langelar Towers continue to be addressed in the capital and maintenance plan.

Safety, Health, Environment and Quality (SHEQ) plan requirements were monitored with focus on:

- Monthly health and safety inspections
- Contractor management
- Fire safety and fire emergency preparedness and action plans

Tafta's governance tools have been strengthened with the implementation of a Declaration of Interest Register, as well as updating Risk Registers and the Schedule of Legislative Acts of compliance.

5. Procurement

The Procurement Department continued to support all departments across the organisation by sourcing quality, client-centred, innovative, and sustainable products and service delivery solutions that contribute to operational effectiveness and value for money. The department's operational activity remained consistent with the previous financial year, fulfilling the following:



5.1 Supplier Management and Vendor Development

The department continued to expand and strengthen Tafta's supplier database by identifying and onboarding service providers that offer relevant, cost-effective products and services while demonstrating ethical, environmental, and socially responsible business practices. Environmental, Social and Governance (ESG) criteria have now been incorporated into supplier application requirements.

A comprehensive supplier vetting process was conducted for all new suppliers to ensure compliance during onboarding. Existing suppliers were subject to annual re-registration and compliance reviews to maintain the integrity of the supplier database.

Procurement Supplier Database	
Applications Vetted	Suppliers Approved
6	3
FMD Supplier Database	
39	12
Compliant & registered (%)	
Procurement	FMD
50	31

The team also attended the Tsebo Convention in March 2026, providing valuable networking opportunities and facilitating the establishment of several new supplier relationships.

5.2 Contract Management and Cost Optimisation

The department facilitated contract monitoring, and annual negotiations. Contract reviews and renewals were successfully facilitated for lift maintenance services and pest control services. The department coordinated supplier visits to Tafta sites and obtained comparative quotations from alternative service providers to ensure continued value and service excellence. The site visits were conducted to assess and specify requirements relating to electrical supplies and lighting replacements, fan replacements, security upgrades and building painting specifications and applications. Further negotiations have resulted in securing reduced pricing from the organisation's tile supplier, negotiating increased credit facilities for electrical supplies and sourcing alternative suppliers that delivered cost savings on incontinence products, bin bags, pharmaceutical items, and electrical and plumbing supplies.

5.3 Inventory and Stores Management

The department continued to safeguard physical inventory through secure, access-controlled storerooms. Stock levels are monitored continuously, with replenishment conducted monthly to ensure adequate supply levels. Comprehensive monthly stocktakes are performed, with all variances investigated and resolved promptly. In addition, random spot checks are undertaken by the Finance Department as part of ongoing internal control measures. Stock write-offs remained minimal and were limited to obsolete, damaged, or expired items identified during year-end reviews.

5.4 Systems Development and Process Automation

The department engaged with Syspro consultants, TSAR to automate the requisitioning process within Syspro. The project commenced with a kick-off meeting in February 2026, and by financial year-end the initial system configuration and testing phases is currently a work in progress.

5.5 Sustainability and Organisational Support

The department continued to coordinate on the on-going annual initiatives that support recycling and sustainability across all Tafta facilities; which include the secure destruction of confidential documentation, safe disposal of electronic waste, donation of obsolete stock items where appropriate and safe disposal of used fluorescent lighting. Additional contributions during the year included securing a significant donation of uniforms and clothing items for organisational use and resale, sourcing a new printer at no cost through Nashua for one of the organisation's facilities, participating in the Pick 'n Pay Mandela Day Trolley Dash, resulting in a donation of R5000 worth of stock to the organisation and implementing a TakealotMORE subscription to reduce delivery costs and improve purchasing efficiencies. Through its focus on supplier management, cost optimisation, process improvement, inventory control, and sustainability; the Procurement Department continues to play a key role in supporting Tafta's operational effectiveness and long-term strategic objectives.



**Every purchase
we make is
ultimately an
investment in an
older person's
comfort, dignity
and quality
of life.**



Impact in action



Sharing nourishment and care with communities who need it most.



Human rights awareness and empowerment in our communities.



Enhancing our frail care facilities for greater comfort and dignity.



Sharing meals and Mandela Day kindness with community hospital outpatients.



Offering free blood pressure and blood sugar screenings at Cornubia Mall.



Our elders giving back and sharing joy with younger generations.



Ensuring our residents are cared for with dignity, compassion and kindness.



Creating awareness around healthy ageing and empowering older people to make informed choices.

Report from the Treasurer (Interim)

Mr. Savedra Naidoo

an overview of the **Financial Results** of Tafta for the year ended **31 March 2026.**



Revenue generated from Tafta's ordinary activities amounted to R86.7 million, reflecting a marginal increase of 0.2% (R149,000) on the prior year. This revenue generated comprises income received through operational activities, sundry income and donation income received.



Operating income, which includes income from accommodation, services provided, and subsidies, amounted to R63.2 million, a slight increase of 3.3% (R2 million). This has been attained by a concerted effort by management to increase the occupancy rates at the buildings.



Government subsidies received from the Department of Social Development, amounted to R5.7million, consistent with that received in the prior year. The continued support from the Department is appreciated with gratitude.

Donation income remained robust, with gross donations amounting to R22.7 million, reflecting a decrease on the prior year of 7.3% (R1.8 million). The support from our benefactors is the cornerstone of our ability to deliver on our mission, and their generosity is deeply appreciated.

Sundry income amounted to R753 000, reflecting a decrease on the prior year of R107 000.

Total expenditure for the year amounted to R99.6 million, representing an increase of 1.8% (R1.8 million). This reasonably low increase is due to Tafta's management continuously monitoring and streamlining all aspects, so as to aim to achieve the most cost-effective manner of operations for the Organisation.

The operating loss for the year amounted to R12.8 million, a 15% (R1.7million) increase from the prior year.

This operational loss is funded by income received from investments, which includes both dividend income and interest income. Investment income amounted to R20.6 million, consistent with that earned in the prior year. The investment income for the year had been impacted by 3 interest rate cuts implemented from the South African Reserve bank, lowering the benchmark repo rate by 25 basis points each time.

The investment in the South African and foreign equities market which enables Tafta to receive a steady flow of dividend income and interest income reflects a positive growth of R21.8 million.

Capital expenditure incurred amounted to R12 million on improvements to Tafta's property plant and equipment.

Tafta's investment in a commercial venture continue to be managed through the Umthunzi Charitable Trust, and has remained fairly consistent with that of the prior year, reflected at R23.4m. There has been no impairment of this investment during the financial year. We continue to apply prudent management over Tafta's investment to ensure long term financial sustainability.

Management remains committed to maximise on the revenue that can be generated and to manage the expense growth prudently. Management further continues to explore all avenues to secure additional income streams. Management remains committed in ensuring we continue to provide exceptional care and support for older persons.

We extend our profound gratitude to our dedicated donors; whose unwavering financial support enables us to provide optimal care and support for older persons. We also thank our employees, care partners, and service providers for their commitment and compassion in delivering quality service every day. The collective efforts are the true foundation of our financial and operational strength.

Summarised Financial Statements

Statement of Financial Position

as at 31 March 2026

ASSETS

NON-CURRENT ASSETS

	2026 R	2025 R
Property, plant and equipment	21 071 239	21 402 214
Investment property	336 380 664	325 528 135
Loans to related parties	23 485 145	23 435 145
Other financial assets	136 940 908	118 839 131
	517 877 956	489 204 625

CURRENT ASSETS

Inventories	250 547	296 481
Trade and other receivables	(108 758)	1 173 637
Cash and cash equivalents	175 136 034	141 661 855
Investments	9 276 944	32 684 532
	184 554 767	175 816 505

Total Assets

702 432 723 **665 021 130**

EQUITY AND LIABILITIES

EQUITY

Reserves	96 436 929	73 756 841
Retained earnings	405 431 902	397 574 417
	501 868 831	471 331 258

LIABILITIES

CURRENT LIABILITIES

Trade and other payables	13 936 322	13 001 899
Life rights	186 627 570	180 687 973
	200 563 892	193 689 872
Total Equity and Liabilities	702 432 723	665 021 130

Statement of Comprehensive Income

for the Year ended 31 March 2026

REVENUE

	2026 R	2025 R
Operating income	63 285 417	61 245 790
Donations received - other	22 549 886	23 904 753
Donations received - capital	163 271	591 211
Sundry income	753 432	860 986
	86 752 006	86 602 740

OTHER INCOME

Inventory loss recovery	52 724	-
Bad debts recovered	43 572	148 591
	96 296	148 591

OPERATING EXPENSES

Care and cleaning	(19 654 325)	(18 722 241)
Depreciation	(1 389 841)	(1 324 089)
Donation expenses	(435 679)	(1 339 303)
Employee costs	(26 609 891)	(25 866 273)
Food and groceries	(13 027 385)	(12 970 178)
Impairment of loan	-	(423 718)
Loss on sale of assets and liabilities	(506 443)	(889 029)
Municipal services	(19 634 152)	(18 352 286)
Other operating expenses	(13 167 323)	(13 485 686)
Professional fees	(1 834 787)	(1 468 165)
Repairs and maintenance	(3 135 794)	(2 743 171)
Transport costs	(260 446)	(313 573)
	(99 656 066)	(97 897 712)

Operating loss	(12 807 764)	(11 146 381)
Investment income	20 857 804	20 897 898
Finance costs	(192 555)	(213 249)
	20 665 249	20 684 649
Profit for the year	7 857 485	9 538 268

Items that may be reclassified to other comprehensive income

Disposal of available-for-sale financial assets	2 266 670	2 043 851
Revaluation of available-for-sale financial assets	19 601 458	10 952 501
Total items that may be reclassified to other comprehensive income	21 868 128	12 996 352
Other comprehensive income (loss) for the year net of taxation	21 868 128	12 996 352
Total comprehensive income for the year	29 725 613	22 534 620



Appreciation for our Strategic Partners

At Tafta, we know that true impact is never achieved alone. We are deeply grateful to our strategic partners who walk this journey with us – offering their support, resources, and trust. Together, we are stronger, and together, we continue to create brighter futures for older people in our care.



UNIVERSITY of the
WESTERN CAPE



UNIVERSITY
OF
JOHANNESBURG



CommonAge

THE
eden
ALTERNATIVE®

OPSEF
OLDER PERSONS SECTOR FORUM

Pass
It on
Network

asaswe1

Association of South African
Social Work Education Institutions



social development
Department:
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REPUBLIC OF SOUTH AFRICA

SGA
Africa
Stakeholder Group on Ageing

THE GLOBAL
AGEING
NETWORK®

**Family
Caregiving
Programme**

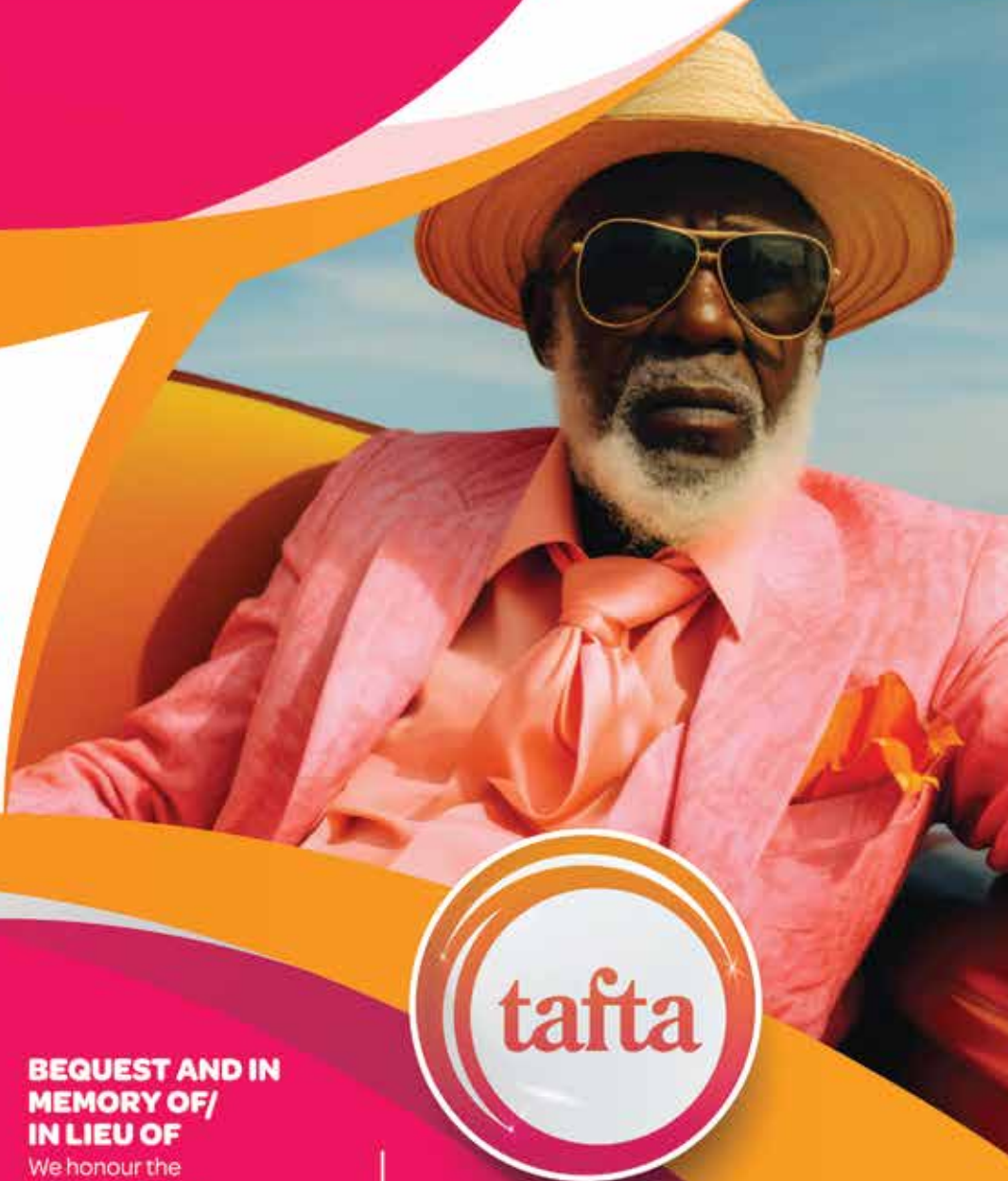


THE GLOBAL ALLIANCE
FOR THE RIGHTS OF OLDER PEOPLE
MEMBER



LIFELENS
Experience sensory challenges
of dementia and ageing

Our Deepest Gratitude



tafta

OUR MAJOR DONORS

Community Chest Durban NPC
Greenacre Remembrance Foundation
Ignazio Messina & Co (Pty) Ltd
Marcel Ewan Testamentary Trust
Old Mutual Durban Capability Hub
The Barnett Will Trust
The Cecil Renaud Charitable Trust
The Coker Family Charitable Trust
The Concord Trust
The F Vreede Will Trust
The FL Black Will Trust
The Fulton Trust
The GMA Foundation
The Nemit Trust
The PJ Davidtz Will Trust

WE ALSO THANK

- The Department of Social Development.
- The media for their ongoing coverage of our appeals, events and campaigns that headline the ageing agenda.
- The medical professionals who sacrifice their time to visit our homes to care for our elders.
- The individual donors who continue to give in a climate of financial instability.
- The teachers, principals and students
- Local and international advocacy partners who help us lobby for elder rights across various platforms
- Our internal and external volunteers

BEQUEST AND IN MEMORY OF/ IN LIEU OF

We honour the memory of every individual who has bequeathed a part of their heritage to Tafta.

OUR VALUED DONOR COMMUNITY

We are grateful to you for choosing to stand with older people. For seeing their needs, valuing their lives and believing, as we do, that every person deserves to age with dignity, security and love. Your generosity has reached far beyond a donation – it has helped place meals on tables, care within reach, comfort in difficult moments and hope where it was needed most. Through every gift, partnership and act of kindness, you have become part of the Tafta family and part of every life we are privileged to touch. Thank you for walking this journey with us, and for helping us ensure that no older person walks theirs alone.

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THE ASSOCIATION FOR THE AGED

INSPIRING ACTIVE AGEING